

ASSET MANAGEMENT BUSINESS PLAN

2001/02

ASSET MANAGEMENT VISION

Asset Management proactively manages the Department's Lands and Buildings assets and surplus real property holdings.

ASSET MANAGEMENT MISSION

Asset Management optimizes the value (use or economic return) of the Department's Lands and Buildings assets and surplus property holdings.

2001-02 PROGRAM STRATEGIES

- Replace the existing Asset Management Inventory with a more comprehensive, user-friendly, easily accessible and efficient database platform.
- With the active participation of headquarters' divisions and districts, develop, deploy and implement Facility Master Planning as the basis of analysis for Lands and Buildings-related capital planning, project programming and underused/surplus property management.
- Enhance the initiation, development and programming of Lands and Buildings projects (Project Initiation Proposals, Project Development Teams, Capital Outlay Budget Change Proposals) through process guidance, coordination, training and participation.

GOAL 1 – Optimize management of the Department’s real property portfolio by maintaining an efficient, timely and accurate automated real property inventory of the Department’s facilities supporting transportation operations.

OBJECTIVES

1. Develop, deploy and implement a new Asset Management Inventory (AMI) database by June 2002 to enhance the utility and accessibility of the AMI as a management tool and improve the accuracy and timeliness of the Department’s Lands and Buildings inventory.
2. Ensure AMI data fields provide internal and external customers information necessary to effectively manage the Department’s facilities portfolio.
3. Provide Statewide Property Inventory (SPI) updates to the Department of General Services, as mandated by Government Code 11011.13.
4. Use the AMI to proactively identify and manage high-value, underused or surplus assets.

STRATEGIES/ACTION

1. Provide on-line AMI access to the Department’s operational facility owners. Coordinate continuous division and district review the AMI’s accuracy, while encouraging feedback of desired adaptations or modifications.
2. Develop and distribute annual AMI management reports to Division Chiefs and District Directors.
3. Provide customer access to the AMI through the Department’s Intranet.
4. Develop a new AMI user’s manual focusing on maintaining inventory accuracy and developing management reports.
5. Conduct continuous, tri-annual field reviews to verify inventory accuracy.

GOAL 2 – Improve the identification, evaluation and disposition of lands and buildings surplus to the Department’s operational needs by basing Real Property Retention Reviews (RPRR) on facility requirements pursuant to District Twenty-Year Facility Master Plans.

OBJECTIVES

1. Update Department Deputy Directive 21 (DD-21) to more clearly define the roles, responsibilities, authority and accountability of districts and divisions engaged in surplus property analysis derived from a comprehensive, long-range Facility Master Planning process.
2. Within the context of the Twenty-Year District Facility Master Plan, District Asset Managers lead the annual Real Property Retention Reviews (RPRR) to evaluate disposition of properties determined to be surplus to the Department’s operational needs.
3. Provide guidance and assistance to District Asset Managers to ensure that conditionally retained properties are administered according to approved action plans. Provide guidance and assistance to District Asset Managers to ensure proper disposition of real property assets recommended by District RPRR committees.
4. Continuously demonstrate master planning’s value to Department management by proactively evaluating and identifying higher-and-better uses for underused or surplus real property.

STRATEGIES/ACTION

1. Promote continuous RPRR process improvement through year-round meetings with participants to review process elements and committee actions within a broader master planning framework.
2. Work with Right of Way to improve the accuracy and timeliness of parcel and project information used by District RPRR committees.
3. Annually develop and submit, by the first business day in April, district RPRR reports to District Directors for review and approval.
4. Annually develop and submit, by the first business day in June, the annual RPRR report to the Department Director.
5. Promote and sustain high-level Departmental and District management commitment to the RPRR process through committee membership and participation.

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Goal 3 - Establish Twenty-Year District Facility Master Plans as the strategic framework for planning, developing and programming Department Lands and Buildings projects (the Five-Year Capitalized Asset Plan for office buildings and the Ten-Year SHOPP Plan for facilities supporting transportation operations).

OBJECTIVES

1. Update DD-21 to more clearly define the roles, responsibilities, authority and accountability of districts and divisions engaged in a comprehensive, long-range facility master planning process.
2. Develop, implement and sustain a process of long-term facility master planning, which coordinates among and between districts and divisions to biannually develop and deliver Twenty-Year District Facility Master Plans (concurrent with Ten-Year SHOPP Plans).
3. Develop, implement and sustain a Facility Master Planning “mid-cycle” planning process, similar to the SHOPP and Ten-Year SHOPP Plan mid-cycle plans, to accommodate critical requirements and evolving priorities.
4. Annually develop and submit a Five-Year Capitalized Asset Plan to the Department of Finance pursuant to Chapter 606/99.
5. Assist in the development of the Lands and Buildings element of districts’ Ten-Year SHOPP Plans.
6. Provide technical assistance and coordination among and between districts and divisions in planning and developing facility projects pursuant to District master planning.
7. Continually identify and explore Lands and Buildings joint-use opportunities.
8. Ensure all available real property assets and viable alternatives are considered in the planning and development of facility projects.

STRATEGIES/ACTION

1. Coordinate development of Twenty-Year District Facility Master Plans.
2. Assist with development of District Ten-Year SHOPP Plan Lands and Buildings elements and inputs for the Five-Year Capitalized Asset Plan.
3. Promote early participation by District Asset Managers in developing Project Initiation Proposals and Fact Sheets for Lands and Buildings facility projects to ensure inter-division coordination, identification of joint-use opportunities and proper alignment of resources.
4. Promote early participation of District Asset Managers on facility project development teams developing Facility Project Study Reports or Capital Outlay Budget Change Proposals.

Goal 4 – Optimize the development potential of nonconforming¹, underused or surplus real property holdings.

OBJECTIVES

1. Develop recommendations for redeploying underused or surplus real property assets to higher-value purposes.
2. Provide technical advice to divisions and districts on potentially valuable or high priority real property or facility development opportunities.

STRATEGIES/ACTION

1. Conduct continuous asset assessment as part of facility master planning with field reviews at least once every three years.
2. Work with divisions and districts to clearly define and communicate needs, identify and characterize viable alternatives, estimate likely economic implications and promote optimal solutions on facility development projects from concept development (Project Initiation Proposals, Fact Sheets, Agency Action Requests) through programming (Facility Project Study Reports, Capital Outlay Budget Change Proposals).
3. Based on operational insights from District Facility Master Plans and surplus property evaluations, identify nonconforming or underused assets, characterize potential development opportunities and outline recommended actions.
4. Develop a web page promoting information exchange and linking district asset and assessment information to opportunities for alternative uses.

¹ A nonconforming asset is a facility where the operational use is inconsistent with surrounding development or current community zoning.

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Goal 5 – Recruit, train and develop a highly qualified, customer-oriented Asset Manager team committed to continuously improving the Department’s use of Lands and Buildings holdings.

OBJECTIVES

1. Evaluate the unique character and scope of HQ/Asset Managers’ roles, responsibilities, skills, knowledge, and contributions to the Department.
2. Develop recommendations for Asset Management’s HQ/District organizational structure, roles, responsibilities, classifications, knowledge, skills and abilities and staffing levels.
3. Hire, retain and promote professional, technically expert, and customer-oriented Asset Managers with the ability and organizational support necessary to achieve the goals and objectives of the Asset Management business plan.

STRATEGIES/ACTIONS

1. Encourage information exchange and communicate key knowledge and skills to District Asset Managers through regular one-on-one and group meetings.
2. Identify primary deliverables in response to (1) statutory mandates, (2) executive direction, (3) administrative guidance, or (4) sound business practice as they relate to Asset Management.
3. Develop performance measures and evaluation methodology that encourages continuous process improvement.
4. Annually report and promote HQ/District Asset Management accomplishments to senior District and Department managers.
5. Develop individual training plans to build or enhance technical and managerial knowledge, skills and abilities for all HQ/District Asset Management staff.